

Plaintiffs' Exhibit 149

(Redacted)

Team DOD 2H 2022 Planning

August 2022

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Reflecting on 1H 2022

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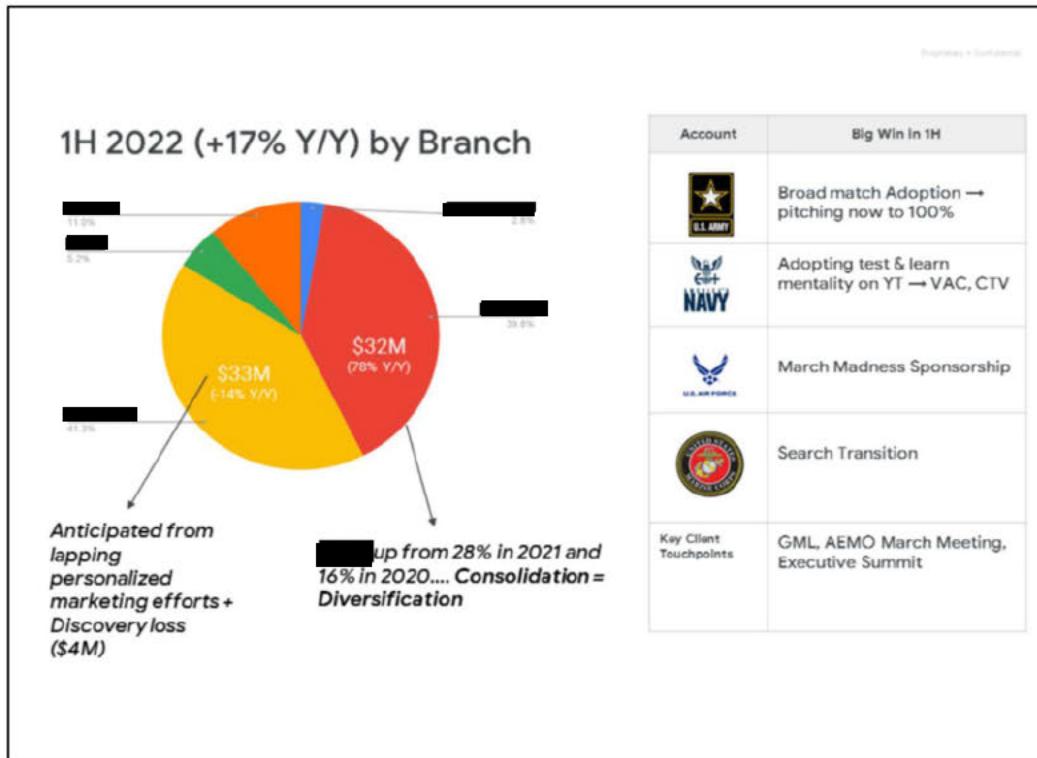
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1H 2022 Revenue

\$80.6M

+17% Y/Y
→ *USAF* █ Y/Y



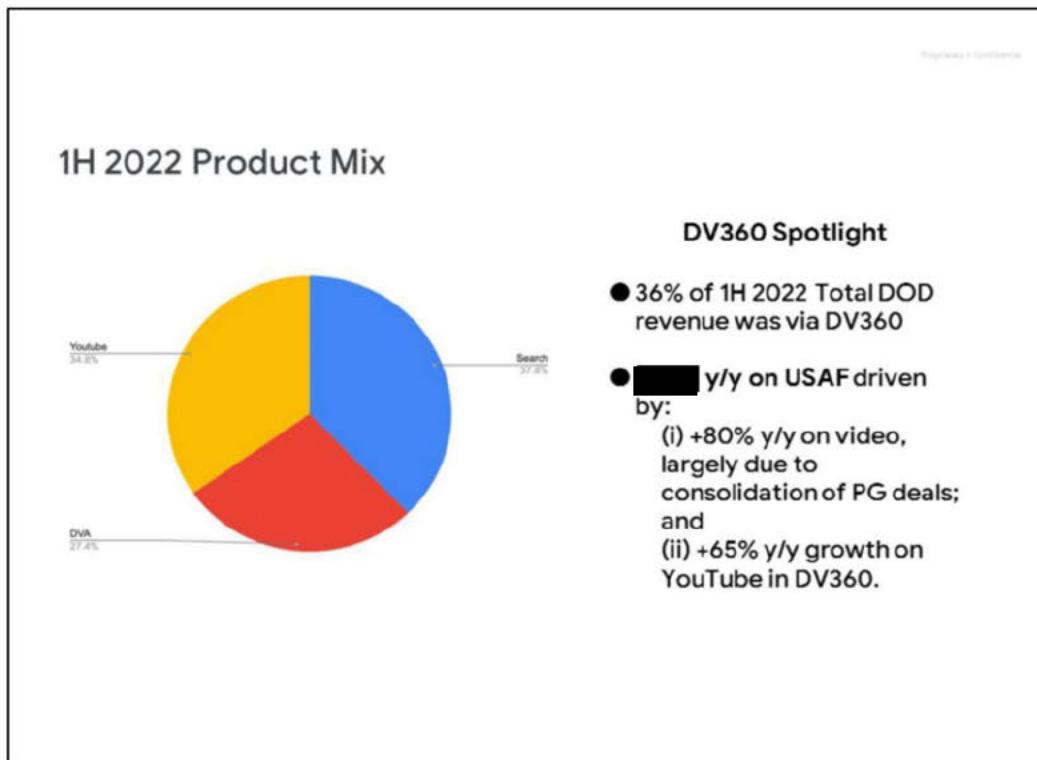
Army - Discovery; AEMO meeting (Fink engagement); YoY pull Q1 - Q3 in CS and use projected + pipeline for Q4 and add those together and 2020 is just CS

US Air Force: Big YTS wins- content, March Madness Sponsorship, Sports on YouTube TV and increased measurement on video via Leveraging BL on Auction (DV360)

Search: Full opportunity & Leads shortage playbook leveraged when in crisis
Full opportunity & Leads shortage playbook leveraged when in crisis

US Air Force: Search wins- Tested Value Based Blding

Client touchpoints: In-person April 2022, GML & Exec Summit



- Our business is very diversified across products- and its the reason we continue to grow
- 2019 comparatively was search heavy
- Even though our search "share" shrank, we still delivered incremental revenue
- DV growth comes from Army/USAF
- YT growth comes from navy (Mh), USMC (test action), usaf (growth everywhere)

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1H Key Takeaways

Lessons Learned

1. Repetition Doesn't Spoil the Prayer
2. High Impact > High Frequency
3. Consistency is Everything

1. Repetition doesn't spoil the prayer
(Consolidation, MMM)
2. Few High Impact Meetings (Exec Summit, GML) >
More Low Impact
3. Consistency is key - in relationships, in reporting,
in organization (search full opp, Discovery
situation, more transparency)

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Team DOD 2022 Guiding Principles

Meaningful Client
Partnerships

Clear, Focused Big
Bets
→ Aligned with Top
Addressable Opps

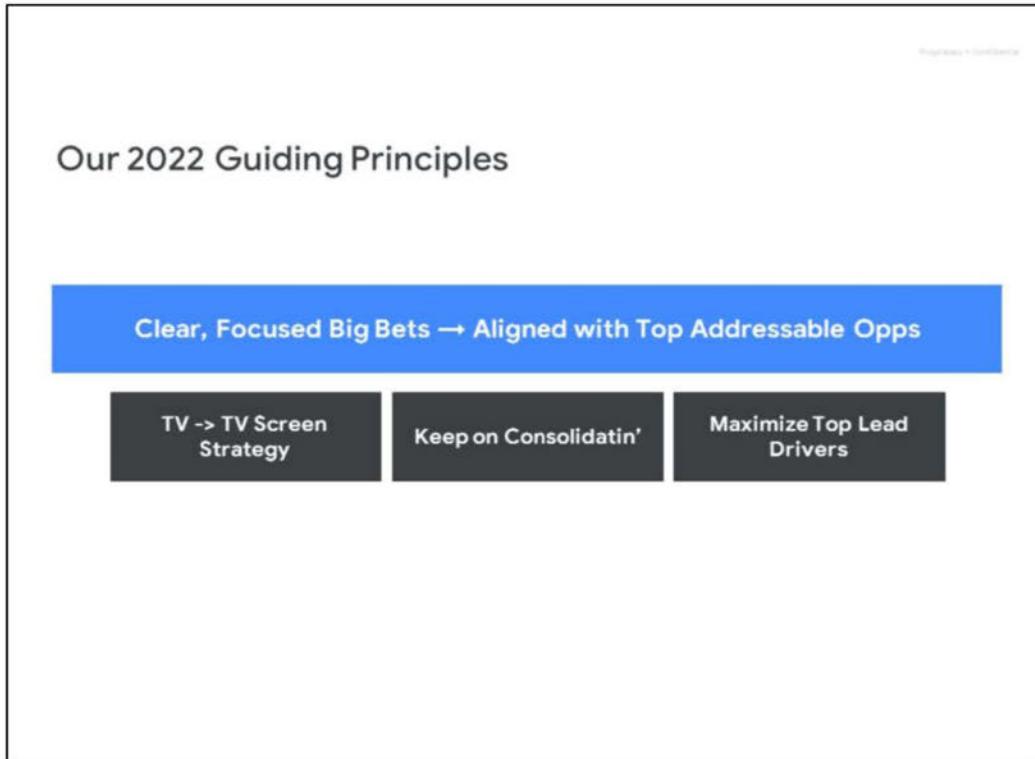
Culture of Hustle &
Support

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How did we do in 1H?

Meaningful Client Partnerships

1. Army : Slightly behind - 48% delivery vs. [REDACTED] point
○ [REDACTED] (ends 11/30) → [REDACTED]
Discovery
2. USAF: On Pace - [REDACTED]
○ [REDACTED] JBP (as of 7/27), even with changing timelines
3. Navy: On Pace - [REDACTED] point
○ [REDACTED] JBP (ends 9/30)
4. USMC
○ JBP planned for 8/31
○ Search successfully transitioned & re-engaged, increased investment expected for 2H



[Taylor] #2 TV > TV Screen Strategy: Double down on CTV

It is necessary to invest further on CTV (whether that means taking those dollars from linear for some branches or from other areas like cinema for other branches) because of the growth. The growth is not just those that can be reached via traditional YT, or on other streaming platforms like Hulu. 60% of users who watch YouTube on CTV are not reachable on Hulu. The growth of CTV represents a new bucket of folks - new potential recruit. Which brings us to #3....

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How did we do in 1H?

Clear, Focused Big Bets
→ Aligned with Top Addressable Opps

1. **TV Screen Strategy**
 - USAF to go another year without TV
 - Army Team commits to running dedicated CTV deals
 - Army MMM workstream progress

1. **Keep on Consolidatin'**
 - Commitment to consolidate 8-9 partners
→ Estimated REV impact on 2H is ~\$2M; Total FY23 impact ~\$8M.
 - OMD signs OYTD for Army, first time ever.

2. **Maximize Strong Performers**
 - VBB: USAF, Army, Navy
 - Marines Increase 2H Search spend
 - Consistent full opp reporting

Army partners: (Hulu, AMC, VIX, ESPN, Paramount/Viacom).

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How did we do in 1H?

Culture of Hustle & Support

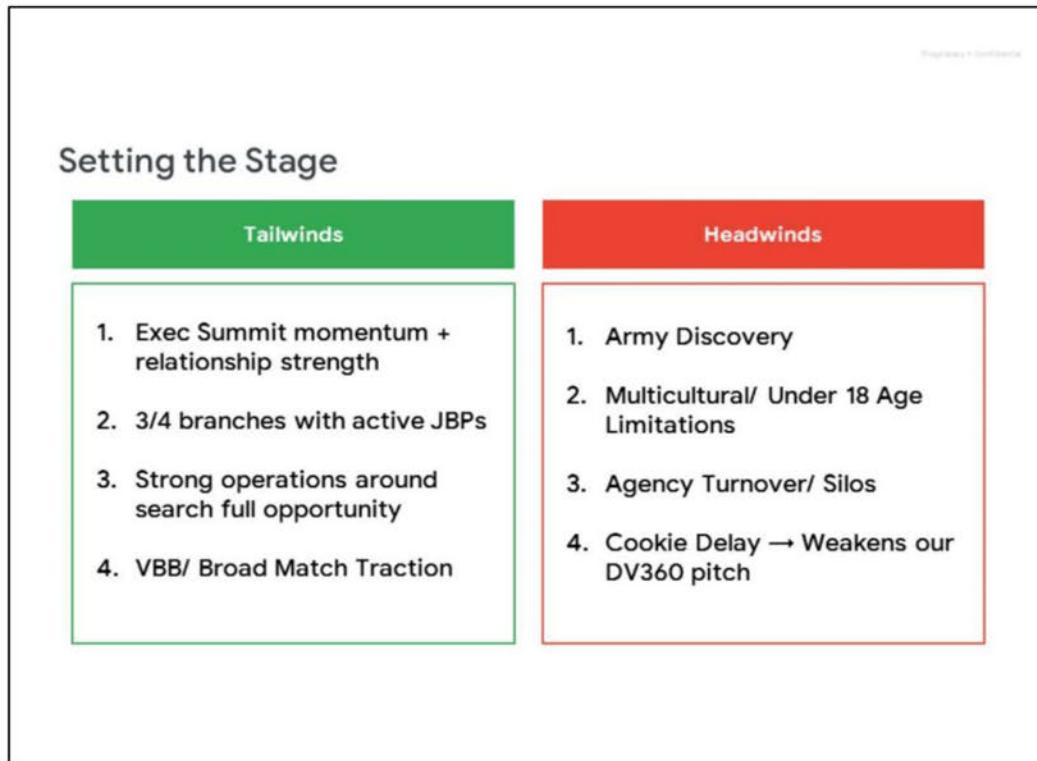
1. Investing in the *most critical* Relationships
 - Exec Summit
 - Army C Suite progression
2. Right meetings @ the right time
 - Exec Summit, GML
 - Navy AMAP
 - Decision to hold on AEMO summer trip

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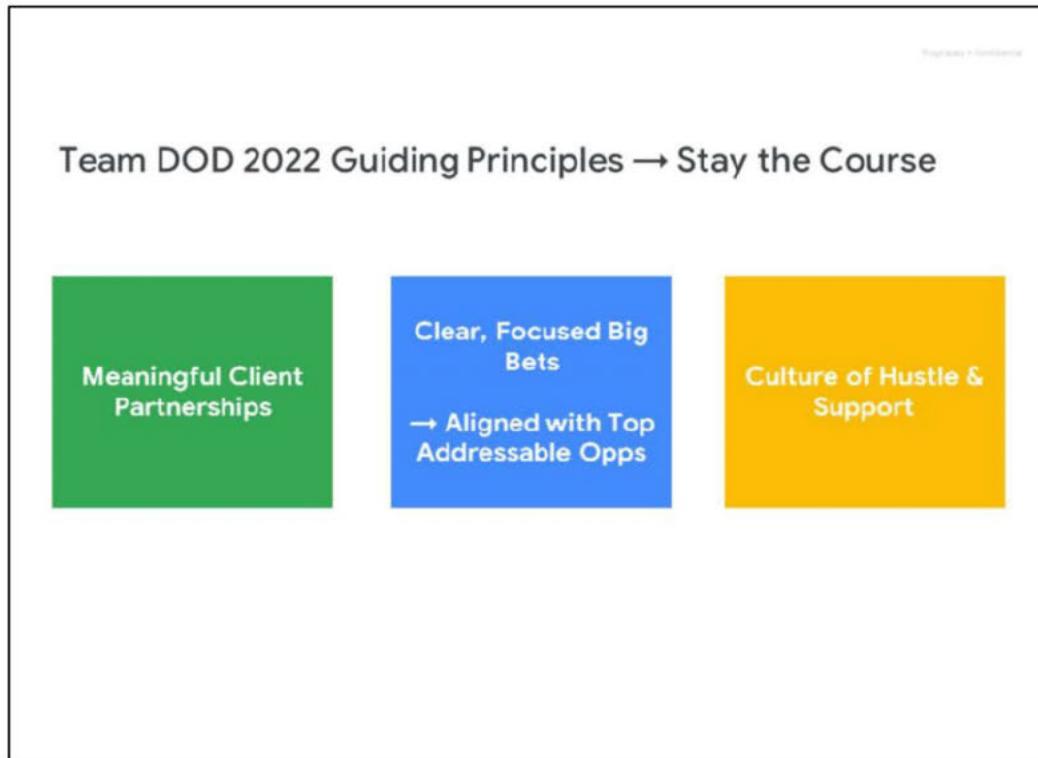
Looking Ahead to 2H

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Expand in #3 on actually getting things done or the agency



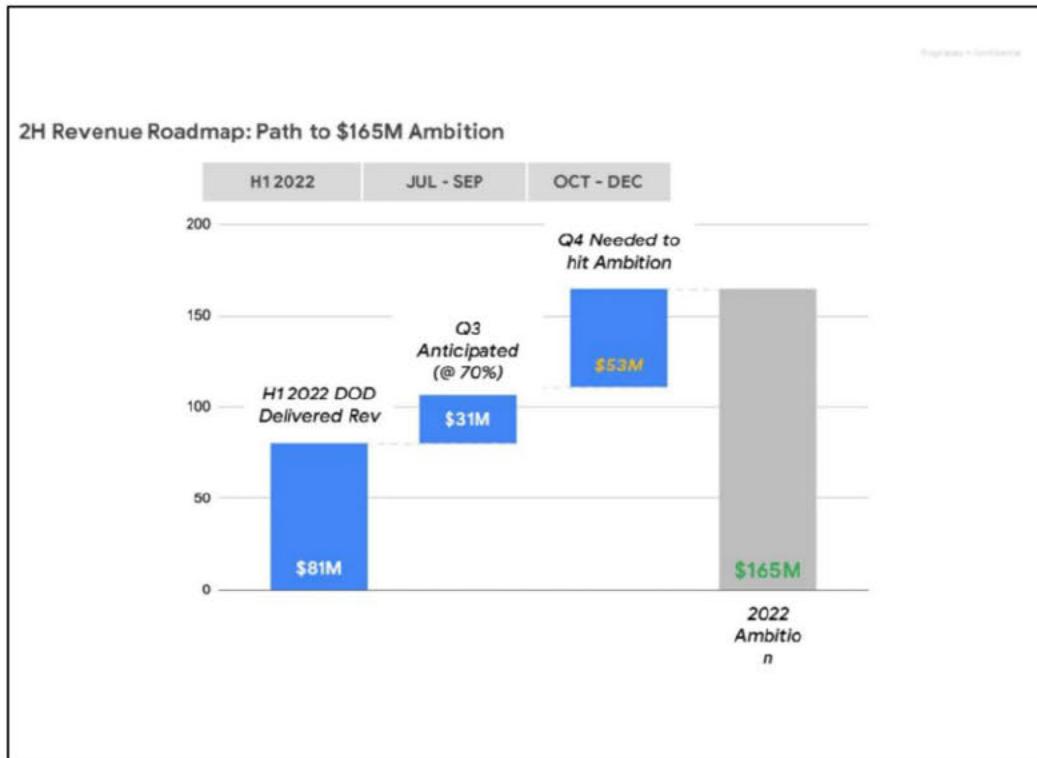


But first, Rev

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VISUALIZE THE POTENTIAL -

Why are we doing this

What is AARP getting out of it - here's the line that will be delivered to the board

Want to know the Webb resources are being deployed in the good place in AARP

Speak to revenue impact

PRE-PILOT (build the case) → primary goal: automated bidding to business KPI, secondary goal: poc for change management (building new muscle)

Campaign qualifications: Budget toward a specific media (search + YT for action)

Get alignment on automated bidding (learning time for Google algorithm) toward agreed upon KPI

[IMMP - Part 1] Get alignment on the KPI (online membership conversion)

[IMMP - Part 2, 3, 5] Proper campaign assessment

[IMMP - Part 2] Get everything tracked in CM/SA360

[IMMP - Part 3] Get alignment on naming conventions

[IMMP - Part 5] Get alignment on measuring/tracking evergreen campaigns - who, how

PILOT

Campaign qualifications: Creative Launch

[MMP - Part 1]

[MMP - Part 2]

[MMP - Part 3]

[MMP - Part 4]

[MMP - Part 5]

[MMP - Part 6]

[MMP - Part 7]

[MMP - Part 8]

2H Revenue Roadmap: What Needs to Happen?	
Q3 - \$31M Anticipated	Q4 - \$53M Needed → We have a path
<p>To secure [REDACTED]</p> <ul style="list-style-type: none">-USAF new T.O. launch (8/1) <p>Opportunities to Increase:</p> <ul style="list-style-type: none">-50% Pipe → \$36M-Discovery reallocation-Summer gaming sponsorships/tentpoles <p>Risks:</p> <ul style="list-style-type: none">-Army continues to relocate Discovery \$-USAF funding lower than anticipated <p>What we can Do:</p> <ul style="list-style-type: none">-Stay close to GSD&M team re: Launch-Continue pitching full opp on Army search	<p>Key Factors:</p> <ul style="list-style-type: none">-Army new fiscal to begin 12/1-Navy new fiscal to begin 10/1-Army Discovery on hold <p>Path to \$53M:</p> <ul style="list-style-type: none">-\$48M in anticipated spend (upfronts commitments, RFPs, historical estimations)-\$5M in anticipated pitches/incremental<ul style="list-style-type: none">-\$600K Latin Music Sponsorship-\$2M Discovery Reallocation-\$2M end of Army FY fallout-\$400K Navy end of FY fallout

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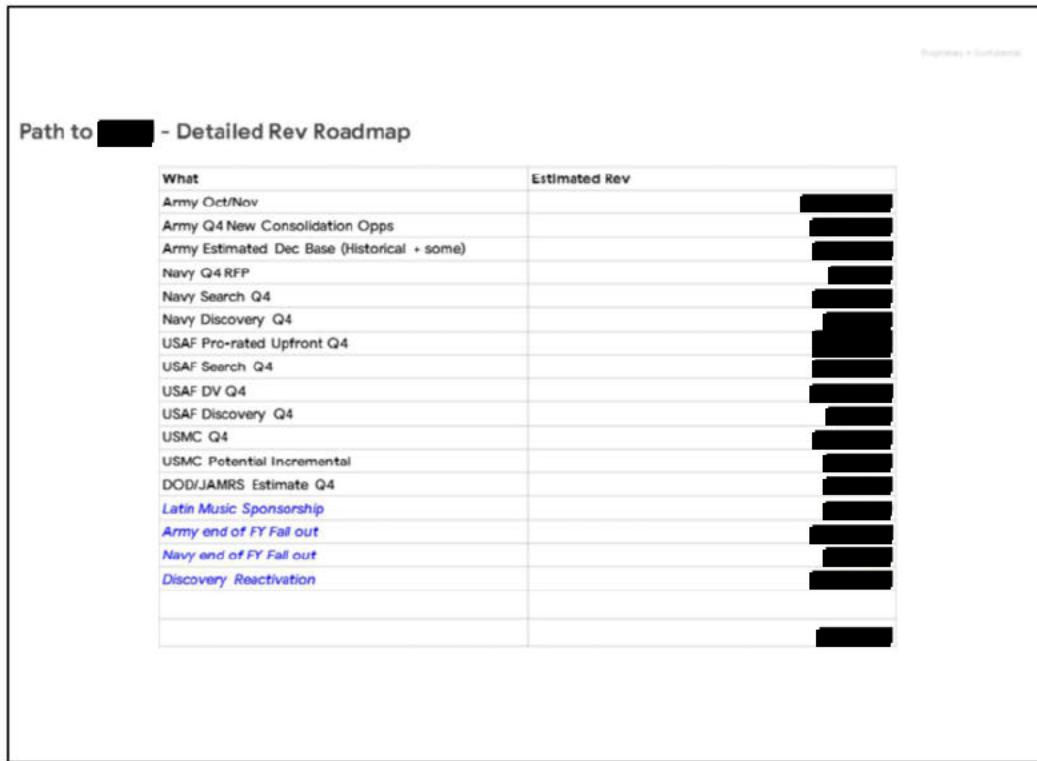
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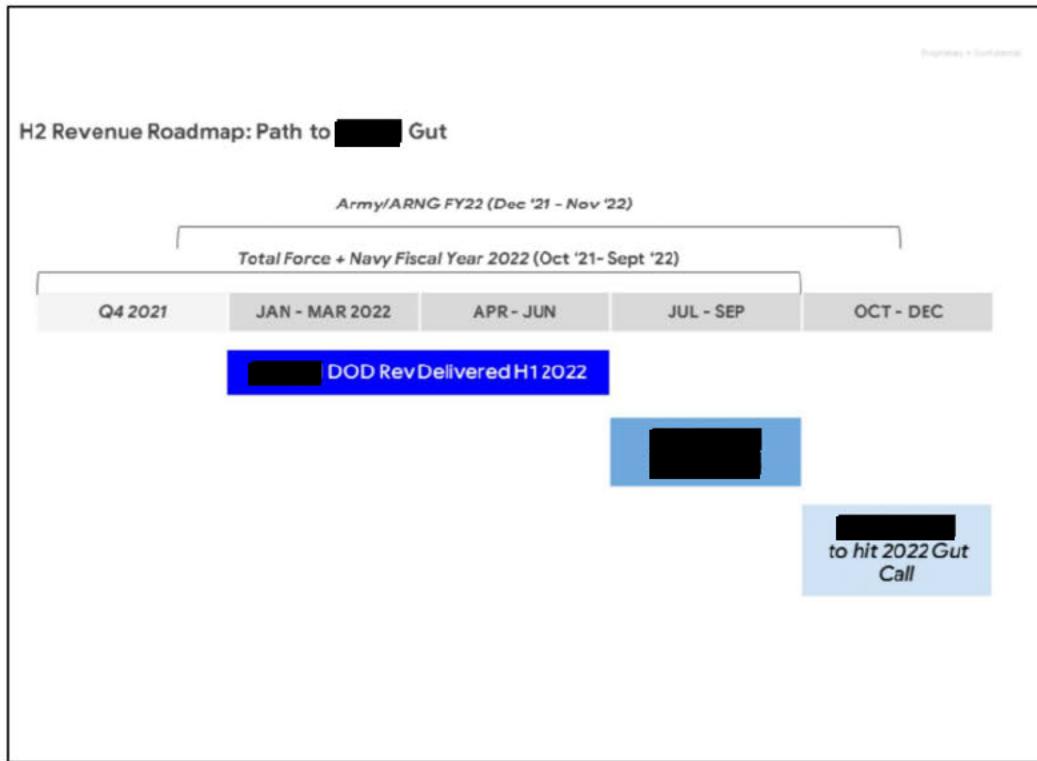
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[MMP - Part 8]

2H Gameplan

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2H 2022: Partnership Gameplan

Meaningful Client Partnerships

Close four strong FY23 Partnerships before EOY 2022

Timing is Everything	Focus Drives Results	Clear Value Delivered
Army: FY23 begins 12/1 → Key planning period is Q3! USAF: FY23 is now (#itscomplicated) → Simplicity is key Navy: FY23 begins 10/1 USMC: FY23 begins 1/1/23	Scale Top Performers →Search & Discovery full opp Big Bet: 1P Data →Taskforce with GMP Tech team Test & Learn →Clear experimentation roadmaps with each client	QBR Cadence →Build the muscle of VD Uplevel Everything →Leverage new C level relationships Beyond Media →VD for <i>all</i> teams, not just media

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**Clear,
Focused Big
Bets**

2H 2022: Big Bets

TV → TV Screen	Keep on Consolidatin'	Max Top Performers
USMC + Army → Offense <ul style="list-style-type: none">○ MMM: Continue to prioritize MMM workstream to help AEMO understand the why behind strong MMM performance○ Strategy Team focus: Focus on relationships with new strat team & bringing key tentpole opps to steal TV addressable○ Discovery: Previous TV contact is no longer aligned to USMC, two avenues to explore new TV contact & start to establish relationship USAF + Navy → Defense <ul style="list-style-type: none">○ Strong VD, unique reach reporting○ Engage on key Sponsorships & any further content offerings○ Continue to include share shift beats as relevant in client meetings	Army FY23 Launch <ul style="list-style-type: none">○ Melanie + Ric to ensure smooth launch of FY23 campaigns: trainings, fcaps implementation○ Value Delivered to show impact of consolidation Reignite Navy Convo <ul style="list-style-type: none">○ Revisit this convo with Sandra & Pete post paternity leave - understand where/when TTD contrast ends USAF <ul style="list-style-type: none">○ Continue to show VD of consolidation (team is 100% consolidated)○ Stay close to planning team to understand any potential direct/ non digital initiatives (eg cinema & in-event which they've done in the past)	Rebuild Discovery Trust <ul style="list-style-type: none">● Once possible, re-engage USAF on Discovery & launch test with KPI Search <ul style="list-style-type: none">○ Rigor around regular full opp reporting - needs to happen on every account○ VBB/ Broad Match scaling○ First steps post-scaling: Utilizing insights from VBB to shape strategy Test & Learn <ul style="list-style-type: none">○ Strategize opportunities to build on the buy-in developed in 1H, with the need to engage agencies to execute on the tests they committed to.

- Training with OS + VIT for implementation of PG deals for publishers slated for consolidation in FY23.
- Campaign-level frequency caps across all campaigns for the ability to calculate cost-savings.
- CM audience overlap analysis at end of 2H to show reduced levels of overlap across consolidated publishers.

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Something New: 1P Data Focus

What We Heard	Where We Are	Where We're Going
<p>Executive Summit</p> <ul style="list-style-type: none">+ Most common interest in advancement among the exec summit was further investment in 1P Data+ Interest in a DoD 1P Data Roadshow <p>Branch Specific:</p> <ul style="list-style-type: none">+ US Army: Interest in Google Cloud + Google Marketing Platform 1PD+ US Air Force: Interest in more holistic measurement across online and offline	<p>US Army</p> <ul style="list-style-type: none">+ Working with Annalect and OMD on use case priorities and regulatory nuances+ Goal is to start on at least one use case in Q3+ Priority Use Cases: Attribution, Modeling for Targeting, KPI Based Optimization <p>US Air Force</p> <ul style="list-style-type: none">+ Use Case: Drive "Closed Loop Measurement" via offline+online conversion connections <p>Roadblocks</p> <ul style="list-style-type: none">+ While GCP is Impact Level 4 (IL4) Certified GMP is not, therefore moving 1PD across the tools becomes difficult	<p>Scale Across the DoD</p> <ul style="list-style-type: none">+ Workshops across each team to dive into tangible next steps re: 1P data integration+ Share findings and use cases across teams to enable

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Hustle: Clear Relationship Mapping

Focusing our Relationship Strategy into 5 Key Categories

Category	Strategy/ Focus Areas	Examples	Owner
1	Empower our Champions 1. Ensure regular meetings with each of these stakeholders → Map out end of year engagements 2. Figure out ways to elevate these folks in their own organizations	Jonathan K. (Army) Lauren U. (Navy) Bree W. (USAF)	Alyssa, Sabrina, Taylor, Mearie
2	Strengthen Data, Tech + Analytics Relationships 1. Army MMM workstream → continue to align to Google best practices; better understand opportunities for TV Share Shift 2. Closer relationship with USAF & Navy analytics teams 3. IP Data Workstream → starting with USAF & Army	Annalee/OMD MKS VMILY&R Analytics TBD GSD&M POC	Alyssa, Elizabeth, Doug, Anthony, Sean, Quinn, Keith
3	Deepen Creative Partnerships 1. Strengthen USAF Creative Partnership → Target for FY23 JBP 2. Army Creative meeting in the fall → Focus on ACS (Director Mix)	John Carstens (Army) Ryan Blum (Navy) Jeff Maki (USAF) WT (USMC)	Brian, Tom, Pete, Steph, Kristen
4	Invest in Strategy Teams 1. Include strategy teams in JBP process 2. Leverage Googlers coming from strategy teams to gain better understanding of strat-team incentives	Rachel Green (Army) Justin Sanit (Navy) Kate Gunning (USAF)	Alyssa, Sabrina, Taylor, Brian
5	Regular Cadence with the C Suite 1. Share strong VD up the chain → short, simple recaps (ex DA for Army) 2. Intentional high impact meetings > Frequent meetings eg: AMAP	rADM L Walker Allen Owens MG Fink MAJ Morris	Alyssa, Sean

Hustle: Meetings		
	JUL - SEP 2022	OCT - DEC 2022
Key Season/ Events	FY23 Planning, New FY Launch for USAF	New FY launch for Navy & Army
Most Critical Meetings/ Pitches	1. FY23 planning/ JBP renewal 2. Navy AMAP (Aug) 3. Army Chicago Trip 4. USAF Value Delivered for VBB Test	1. AEMO Creative Meeting 2. Army AMP (Navy AMAP equivalent) 3. USMC '23 planning 4. USAF Website Relaunch 5. Army DV3 Roadmap to Launch
Always on Strategies: 1) Monthly full opp 2) Monthly deal pacing 3) QBRs to showcase VD/check in on partnerships		

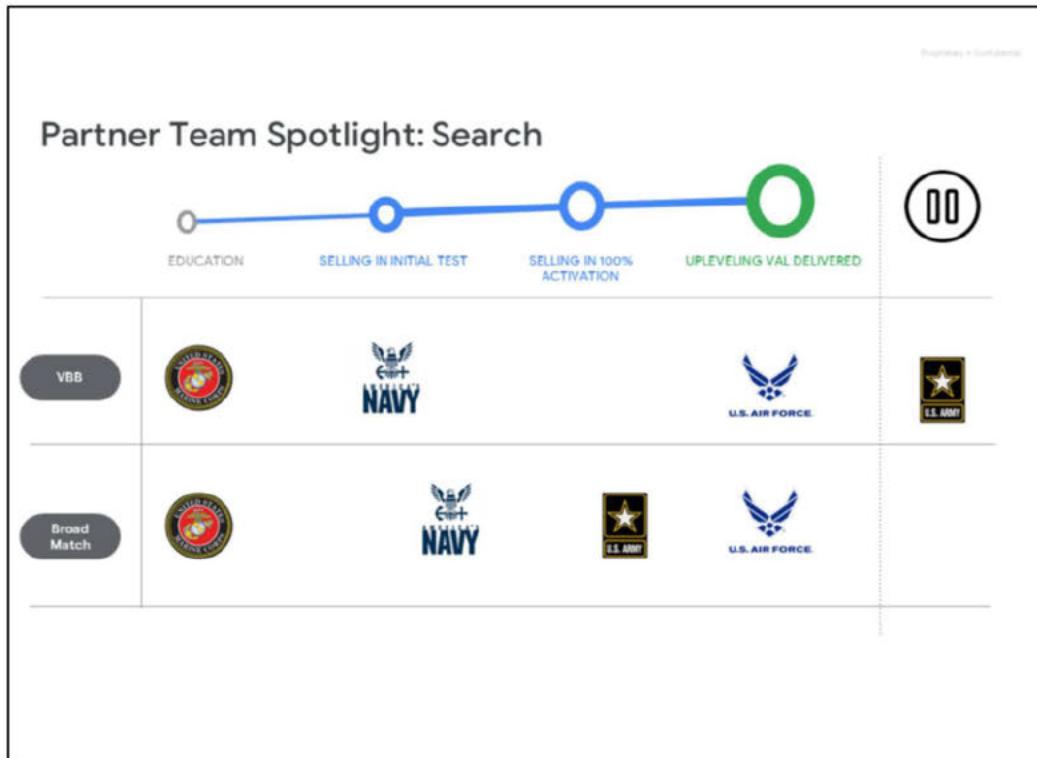
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Partner Team Support		
TV -> TV Screen	Consolidation Momentum	Maximize Top Lead Drivers
<p>Danielle</p> <ul style="list-style-type: none">+Measurement: Incremental reach+Measurement: Brand lift results+What can we learn & what can we scale <p>Ashley:</p> <ul style="list-style-type: none">+Up level pitches by bringing breadth & depth of CTV knowledge to help tailor to each branch's unique position in shifting+Provide Google/YouTube POV for best practices in pitches & proactively share latest materials, updated stats important to Military demo <p>Lauren O'Brien/ OMG Agency Team</p> <ul style="list-style-type: none">+Leverage new planner pilot to gain closer access to planning teams	<p>Melanie, Ric Benitez/ D&P Specialist Team</p> <ul style="list-style-type: none">+Pacing/performance support for newly consolidated deals+Value Delivered support to determine cost-savings and additional new prospects reached+Training / education on DV360 best practices <p>Melanie</p> <ul style="list-style-type: none">+Strengthen relationship with new programmatic lead at CMD <p>Chris Mells/ Programmatic AL</p> <ul style="list-style-type: none">+Reach planning across 3P partners, auction, and YouTube to determine incremental reach	<p>Jackson/Aaron/Soma/Tim</p> <ul style="list-style-type: none">+Focus on point of diminishing returns with a healthy CPA in full opportunity reporting across all Search Accounts <p>Kellia</p> <ul style="list-style-type: none">+Continue educating the teams on the massive headroom & growth opportunity within Discovery; similar, regular, point of diminishing returns analysis to Search <p>Danielle</p> <ul style="list-style-type: none">+ Continue conversations with gTech, Platforms, and Cloud that enable long-term online/offline data consolidation+ MMM is our most durable measurement solution: ensure Google has a seat at the table for end client discussions & model optimizations.

VBB → Bidding to first party data as the outcome

- USAF - yes
- Navy- interested, not yet confirmed - test by EOQ
- USMC - need to start - 101 level, relationship reset
- Army - focusing on 1P integration

Broad Match

- Navy - small test, lot of pushback
- Army - yes, pitching to go 100%
- USAF = using at almost 100%
- USMC- need to start



Search is the #1 lead driver across the DoD ; & while it is the most mature medium for our clients, there is still significant revenue & outcome headroom as the DoD becomes more mature in how they approach Search automation & Measurement.

The USAF leads the way & Marines fairly nascent when it comes to VBB/Broad match. 2 guiding principles x-DoD to center on for 2H:

Leverage the culture of re-use & “value delivered” narratives from the USAF & US Army.

Both advertisers are “best in class” when it comes to product adoption with more documentation of the Army’s Broad Match journey this year & USAFs highly successful VBB test.

We’ll leverage Broad match results & learnings to ensure:

US Army moves to 100% depth & becomes the first DoD advertiser to

pilot the new Broad match alpha

Scale tests across the Marines account & ensure the new agency relationship starts with a major win

Defend value delivered with our initial test with the Navy

USAF has had a really successful VBB test, scaling those results in Q3 will pay dividends for the pods targets, but also in highlighting the opportunity x-DoD, specifically with the Navy, where we are optimistic to have a test ready by EOQ.

Uplevel conversations with Sr. Stakeholders to highlight performance wins & drive product adoption

Alyssa & Danielle have developed strong relationships across a wide array of partner teams. Selfishly, I plan on leveraging those relationships for 2 main purposes:

To push the Navy to innovate with Broad match + VBB

To educate Sr. clients on the future of measurement + bidding through Project Audubon later in 2H (land a narrative for how automation, BM + VBB will unlock more favorable outcomes for our biggest & most important advertisers)

Id	Date	Text
1	07/29/2022 16:19:34	@jacksonogb@google.com lmk if this works/ is correct! Figured this could be the visual and we can talk more in depth about what these mean